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ABSTRACT

This book presents the main principles of strategic training, which is an approach to employee training and development that supports the employing organization's business goals and strategy. The book is intended for use in undergraduate and master's-level training courses in a variety of disciplines. The following are among the topics covered: (1) the principles of employee training and development and factors influencing it; (2) strategic training; (3) needs assessment; (4) learning theories and program design; (5) transfer of training; (6) training evaluation; (7) traditional training methods (simulation; presentation methods; hands-on methods; group-building methods); (8) e-learning and use of technology in training (multimedia training; computer-based training; intelligent tutoring systems; distance learning; technologies for training support; technologies for training administration); (9) employee development (formal education; assessment; job experiences; interpersonal relationships); (10) special issues in training and employee development (cross-cultural preparation; managing workforce diversity; school-to-work transition; training's role in welfare-to-work programs; joint union-management programs); (11) careers and career management; (12) special challenges in career management (socialization and orientation; dual-career paths; plateauing; skill obsolescence; balancing work and life); and (13) the future of training and development. Each chapter contains some or all of the following elements: behavioral objectives; in-text examples drawn from companies in all industries; discussion questions; key terms and concepts; and application

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